



**National Security
Personnel System**

*Senior
Leader*



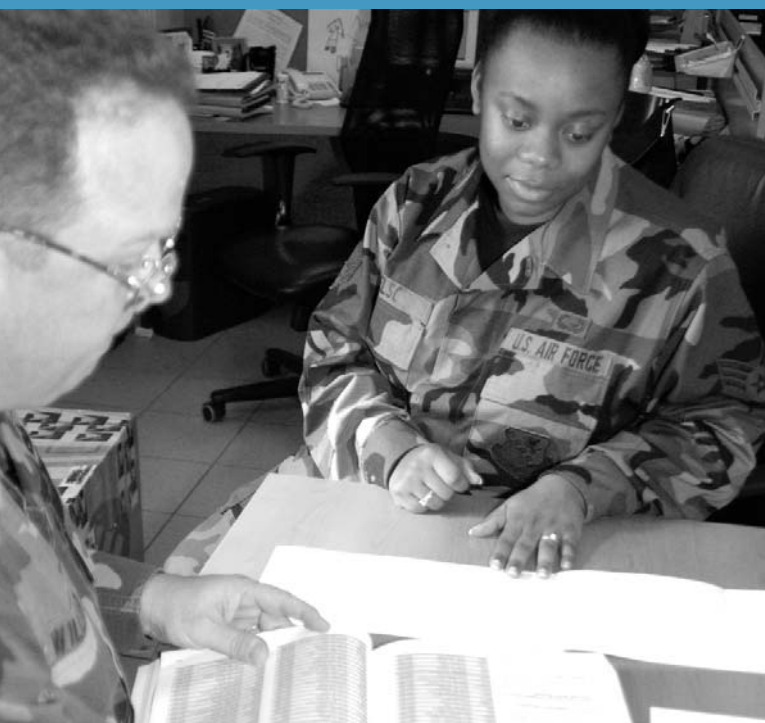
Helping Organizations

Thrive Under
NSPS



As a senior leader, you are critical to the success of NSPS. You are responsible for helping bridge the gap between the overall concepts represented by NSPS and how they apply to your organization. Your employees will turn to you for assistance with understanding and implementing NSPS. This brochure explains how you can:

- Prepare your organization for the change that NSPS brings.
- Support NSPS by providing resources and communication.
- Model your commitment and priority.



Preparing Your Organization

Determine how ready your organization is for implementing NSPS. You want to:

- Identify the major elements of NSPS and what your staff can do now to prepare for NSPS.
- Get a sense of what they currently know about NSPS.
- Determine the areas of support and training that you need to provide.
- Monitor the quality of communication among your employees and supervisors.
- Listen for misinformation and myths and correct them before they circulate too widely.
- Solicit feedback from your staff.

Once you have an idea of what your organization is doing to prepare for NSPS and the transition to performance management, you can help your managers and supervisors access available resources and serve as a consultant to make the transition a smooth one.

Making Resources Available

Possessing accurate and timely information allows you to gain a better understanding of NSPS. Sharing this with your staff shows your support, and you build credibility for yourself and for NSPS.

Keep current by reading the latest information about NSPS. There are four ways to stay on top of NSPS information:

- Read the draft implementing NSPS regulations in the Federal Register at:
<http://www.cpms.osd.mil/nsps/pdf.notice.pdf>
- Visit your Component NSPS website on a regular basis.
- Visit the NSPS website on a regular basis at:
<http://www.cpms.osd.mil/nsps>
- Meet periodically with your servicing HR consultant and local NSPS Program Office.

Senior Leader



Provide brochures and pamphlets about NSPS and performance management. Several online resources exist on the NSPS website including:

- **Myths and Facts** – A fact sheet that clarifies information about NSPS.
- **A Roadmap for Leading Change** – A handout for leaders to help their employees successfully transition to NSPS.
- **Seven Ways for Supervisors to Get Ready for NSPS** – Seven practical ways to get supervisors and their staff ready for NSPS.
- **Six Ways for Employees to Get Ready for NSPS** – Six practical ways for employees to get ready for NSPS.
- **Communicating with Your Staff** – A brochure that describes communication techniques for managers and supervisors and the benefits of establishing effective staff communications.
- **Communicating with Your Supervisor** – A brochure that provides tips for employees on how to initiate and effectively participate in performance-based discussions.

Leading *the Transition*

One of the most important ways you can lead your organization in adopting NSPS is by modeling your commitment, sharing resources, providing reliable and consistent information to all employees, and making yourself available through meetings, conversations and ongoing communications. Use these ideas to get started:

Assist managers and supervisors with identifying ways to assess their current managerial and supervisory skills so they know where to focus their attention. Begin to work with your supervisors and managers in developing their skills in communication and performance management. The following resources for federal managers are available for you to share.

- <http://www.opm.gov/perform/wppdf/2002/handbook.pdf> – This website has a downloadable handbook on measuring employee performance.
- <http://www.businessofgovernment.org/> – Look here for items such as a downloadable pay for performance guide for federal managers.

Check the Component-specific websites for available resources and training opportunities available now.

Highlight the work of supervisors who model the skills needed for success under NSPS. Work with your managers to ensure these supervisors are getting the recognition they deserve. Highlight their efforts whenever possible and consider using these successful supervisors to serve as mentors. Develop a community of practice to share lessons learned, what works and what needs improvement.

Schedule informal sessions to answer questions and address concerns. Put together a 5- to 10-minute presentation on NSPS topics to get the conversation started. Do not be afraid to admit that you do not have all the answers. Gather the questions and concerns and make a commitment to get back to your staff when you have more information. The more time you and your managers and supervisors spend explaining NSPS, the more your staff will understand and accept it and realize that you are committed to this important change.

Take time to answer quick questions in the hallway. As a trusted source, it is important that you are willing and open to share what you know.

Host open office hours. Let people know you are available to answer their questions about NSPS. Identify set times you will be available and publish your schedule.

Share what you know. As you identify resources and information that you feel will help your organization, send out the information through email, post it on the appropriate websites and distribute it so that your staff has access.

For More Information

NSPS

Visit the NSPS website – A comprehensive and up-to-date resource:

<http://www.cpms.osd.mil/nsps>

NSPS in Your Component

Visit the Air Force at:

<http://www.dp.hq.af.mil/dpp/dppn/nsps/index.cfm>

Visit the Army Civilian Personnel On-Line at:

<http://www.cpol.army.mil>

Visit the Fourth Estate at:

<http://hrd.whs.mil>

Visit the Navy Knowledge Online at:

<https://wwwa.nko.navy.mil>